



DRAFT

Transformation Plan

HUD Choice Neighborhoods Planning and Action Grant
City of Tucson Department of Housing and Community Development



Last updated: 8/6/21

What is this plan?

The Thrive in the 05 Draft Transformation Plan is a document that captures over two years of community engagement. It is intended to be a living document that outlines a resident-driven vision for the future of the Thrive in the 05 area.

This Draft Transformation Plan is a work in progress! Sections will be filled in as they are available. Please check back at thriveinthe05.tucsonaz.gov to view the latest version, take a survey to tell us what you think, and find information about upcoming meetings and events to learn more about the plan.

What is in this document?

The draft Transformation Plan includes summaries of the Thrive in the 05 engagement efforts, how the collaborative operates, and takeaways from the community visioning and assessment process.

If you want to skip to see the Goals and Strategies in the plan, you can skip ahead to Chapter 6 on page 47.

What is Thrive in the 05?

Thrive in the 05 is a comprehensive, place-based, neighborhood engagement collaboration between three ongoing projects to build community and invest resources in the Oracle Road / Miracle Mile area of the 85705 zip code:

- Choice Neighborhoods (City of Tucson Housing and Community Development)
- Community-Based Crime Reduction (ASU Office of Community Health, Engagement, and Resiliency)
- Workforce and Economic Development (Pima Community College and City of Tucson Office of Economic Initiatives)

Read more at thriveinthe05.com.

1.1 FOREWORD

1.2 ACKNOWLEDGEMENTS

Key Partners

U.S. Department of Housing & Urban Development (HUD)

City of Tucson Department Housing & Community Development (HCD)

Tucson House Resident Council

Arizona State University Office of Community Health, Engagement, and Resiliency (ASU OCHER)

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Steering Committee

City of Tucson Department Housing & Community Development (HCD)

Arizona State University Office of Community Health, Engagement, and Resiliency (ASU OCHER)

City of Tucson Ward 3 Council Office and Council Members Paul Durham and Karin Uhlich

Tucson Police Department Operations Division West

Pima County Health Department

Miracle Manor

Tucson House Resident Council

City of Tucson Mayor Regina Romero

Chicanos Por La Causa

Pima Community College

San Ignacio Yaqui Council

Partner Organizations

Amphitheater School District

Arts for All
Barrio Blue Moon
Balboa Heights
Beacon Group
Chicanos Por La Causa
City of Tucson Department of Transportation and Mobility (DTM)
City of Tucson Office of Economic Initiatives
City of Tucson Parks and Recreation
City of Tucson Planning and Development Services Department (PDSD)
City of Tucson Mayor Regina Romero
City of Tucson Ward 1 Council Office and Council Member Lane Santa Cruz
City of Tucson Ward 3 Council Office and Council Members Paul Durham and Karin Uhlich
Community Gardens of Tucson
Coronado Heights
E.C. Nash Elementary School
Living Streets Alliance
Miracle Manor
Monterey Court
Ocotillo Oracle
Pascua Yaqui Tribe
Pima Council on Aging (PCOA)
Pima County Community Land Trust
Pima County Library
Pima Community College
San Ignacio Yaqui Council
Southwest Folklife Alliance
Tucson Clean and Beautiful
Tucson Historic Preservation Foundation

Tucson Industrial Development Authority
Tucson Police Department Operations Division West
United Way of Tucson and Southern Arizona
Watershed Management Group

1.3 TERMS AND ABBREVIATIONS

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2 EXECUTIVE SUMMARY

2.1 EXECUTIVE SUMMARY

2.2 THE VISION

We envision the Thrive in the 05 community to be a safe, affordable, inclusive neighborhood that cultivates sustainable transformation through resiliency, reinvestment, and shared leadership; a community that honors our unique history and cultural identity, where multiple generations share the means to THRIVE.

2.3 COMMUNITY-DRIVEN ASPIRATIONS

2.4 GUIDING THEMES

2.5 SUMMARY OF PLAN GOALS

2.5.1 Neighborhoods

Goal 1: Develop inclusive connectivity to services, jobs, education, and community amenities through multi-modal transportation investments

- A. Build out 15th Avenue as a Neighborhood Connector Corridor
- B. Develop a Neighborhood Connector and Recreation Network
- C. Plan and implement High-Capacity Transit along major north-south roadways to reestablish the neighborhood as the modern northern gateway into Tucson
- D. Advance inclusive shared mobility options for all ages and abilities

Goal 2: Build the health and environmental resilience of the neighborhood

- A. Mitigate urban heat and create welcoming comfortable streets to connect with nature through tree planting and water harvesting

- B. Recruit and empower residents as stewards of local green infrastructure and create opportunities for household-level tree planting and water harvesting
- C. Invest in flood control infrastructure
- D. Develop community-based solutions to increase food security for Tucson House and neighborhood residents

Goal 3: Enhance neighborhood safety and beautification through community-driven collaborations

- A. Establish a schedule of regular neighborhood clean-ups facilitated by a core planning team
- B. Target chronic problem properties with strict code enforcement
- C. Promote safety and community cohesion through environmental design and creative placemaking
- D. Activate neighborhood spaces by investing in parks improvements

Goal 4: Strengthen the identity of the area through creative place making and artistic, historic, and cultural preservation

- A. Preserve and protect the cultural heritage of the neighborhoods through storytelling, cultural asset mapping, and pop-up events
- B. Express the history and identity of the neighborhoods through public art
- C. Expand preservation and adaptive reuse of historic buildings and signs that are important to the neighborhood
- D. Draw new visitors to the area by hosting events that highlight the area's unique character and history

2.5.2 Housing

Goal 1: Cultivate a multigenerational neighborhood with a variety of housing types suitable to diverse households

- A. Create an Accessory Dwelling Unit (ADU) Incentive Program to help residents build wealth and new affordable units for family members
- B. Repurpose aging and dilapidated small-scale motor hotels as housing for target populations like older adults, those who are formerly homeless, persons with disabilities, and artists
- C. Increase the number of new, larger housing units suitable for families
- D. Work with the Pascua Yaqui Tribe to build affordable homeownership and rental housing for tribal members in the historic Old Pascua Village

Goal 2: Support homeownership and ability of homeowners to keep and maintain their homes, building wealth for future generations

- A. Target existing homeowners for streamlined home repair and clean-up programs
- B. Partner with developers to build new homes available for affordable homeownership on city-owner neighborhood properties
- C. Help homeowners make improvements to their properties through a low-/no-cost technical and design assistance program

Goal 3: Increase and maintain affordable and mixed-income housing options

- A. Partner with and support housing partners to develop new, affordable rental housing on key sites
- B. Adjust local zoning codes and development incentives to prioritize affordable and mixed-income housing development and infill
- C. Facilitate the development of modestly priced market rate rental housing that takes advantage of the neighborhood's location adjacent to downtown Tucson and to the Downtown Campus of Pima Community College
- D. Target area landlords and homeowners with education about eviction prevention and accepting Housing Choice Vouchers

Goal 4: Establish a national model for affordable aging in place, with Tucson House at the center

- A. Redevelop Tucson House as a mixed-income, mixed-use hub for housing and services for older adults
- B. Make Tucson House a community asset by providing much-needed on-site services to residents and adjoining neighbors

2.5.3 People and Education

Goal 1: Address crime, substance misuse, and illicit drug selling in order to improve safety and well-being in the Thrive in the 05 community

- A. Increase trust through positive interactions between residents (including youth) and law enforcement
- B. Address drug-related crime in the neighborhood through community-centered, innovative practices
- C. Address underlying and root causes of crime through problem-oriented policing
- D. Improve safety and reduce crime in the Tucson House

Goal 2: Improve health equity and connect underserved residents with health service providers

- A. Increase health literacy, screening, access, and utilization of services for Thrive in the 05 residents
- B. Address food insecurity and the lack of access to high quality, health food options - Food Rx Program

Goal 3: Provide high quality education options from early childhood through high school

- A. Build capacity for high-quality early childhood education
- B. Increase opportunities for children to participate in high quality early childhood education
- C. Increase opportunities for safe, prosocial after-school opportunities for school-ages youth
- D. Provide opportunities for youth to develop leadership skills and engage in meaningful leadership in the community
- E. Create a school hub that will serve as an academic and social center in which educators, families, youth, leaders, and neighbors come together to support innovative learning

Goal 4: Increase quality of life for residents of the Tucson House through case management and programming

- A. Case Management, Home Health, and Supportive Services
- B. Community Programming
- C. Digital inclusion through technology skills training
- D. Life Skills Training

2.5.4 Workforce and Economic Development

Goal 1: Promote equitable economic mobility and inclusive growth for local businesses and current residents alike

- A. Develop an economic mobility pipeline that pairs residents with opportunities for economic stabilization, financial security, and wealth building
- B. Strengthen local and legacy businesses through outreach and education, coalition-building, and resource coordination and skills training
- C. Create incubator and small business spaces for emerging entrepreneurs
- D. Invest in local and legacy businesses through city incentives like adaptive reuse and façade improvement programs

Goal 2: Pursue economic development through investments in workforce development

- A. Invest in new facilities and programming for the jobs of the future at Pima Community College
- B. Work with local businesses to recruit, train, and hire area residents in higher paying jobs within the neighborhood
- C. Provide digital skills training and basic education for new job seekers
- D. Develop training and job placement pipelines specifically appropriate for older adults, persons with disabilities, and persons experiencing or formerly experiencing homelessness

Goal 3: Establish mixed-use nodes with neighborhood-serving retail

- A. Drachman from Oracle/Main to Stone
- B. Grant and Oracle
- C. Recruit and retain specific neighborhood-serving businesses desired by residents
- D. Develop temporary and creative land use programs to activate spaces in the short term

Goal 4: Embrace and promote the unique economic character of the area

- A. Support the economic development goals of the Pascua Yaqui Tribe for tribal trust land properties located near the I-10 corridor
- B. Market areas along the I-10 corridor and designated opportunity zones as an industrial and employment destination

3 ABOUT THE NEIGHBORHOOD

The Thrive in the 05 area is poised for a resurgence as the northern gateway to Tucson. The neighborhood is home to the essential building blocks of a thriving, multigenerational community. Proximity to downtown, nearby educational opportunities, and high-paying jobs, along with a variety of housing and transportation options make it a prime location for new investment. Meanwhile, a growing population, vibrant neighborhood parks and community spaces, and a unique history and deep-rooted sense of place ensure that residents are the central drivers of positive change in the area.

But the neighborhood and its residents continue to struggle after decades of disinvestment. Current neighborhood characteristics include concentrated poverty and high unemployment, neglected and vacant buildings, disconnected residential areas adjacent to industrial uses, hot spots of crime, and a shortage of neighborhood-serving amenities and retail.

The Thrive in the 05 Transformation Plan offers an opportunity to define how investments can be directed to benefit current residents and businesses, and to attract new growth that meets the needs of the community while honoring the area's unique identity.

3.1 THE THRIVE IN THE 05 AREA

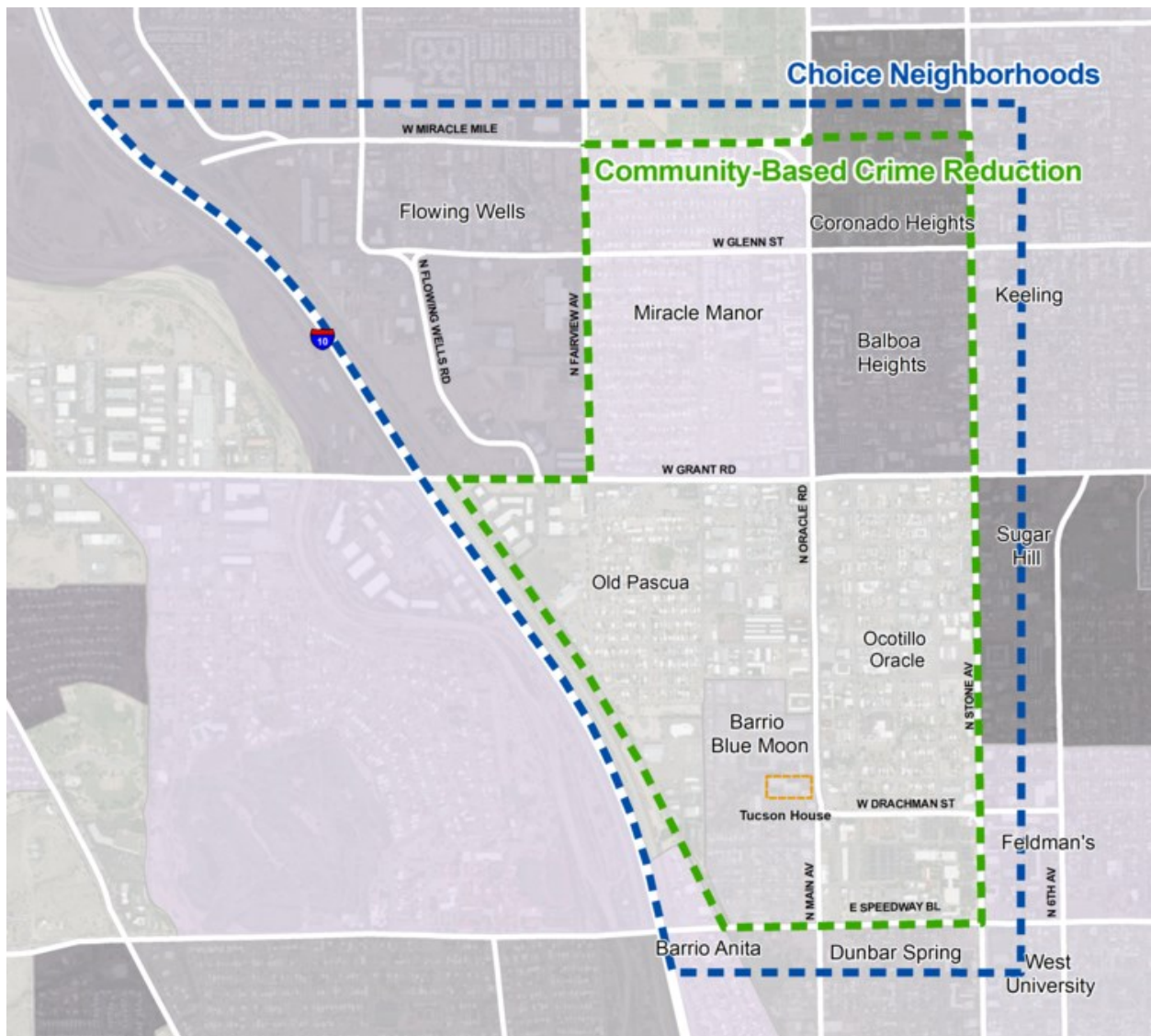
Thrive in the 05 focuses on a 2.6-square-mile area in the 85705 zip code in Tucson located less than two miles north of the central business district. It is bounded by Miracle Mile to the north, Speedway Boulevard to the south, Stone Avenue to the east, and Interstate-10 to the west, with Oracle Road running north-south through its heart. These boundaries were established by a Citizens Steering Committee in 2007, when concerned residents sought the City's partnership for the Oracle Area Revitalization Project (OARP).

In 2018, based on input from residents and community partners through a series of visioning sessions, the name "Thrive in the 05" was adopted to represent a collaborative of ongoing initiatives seeking to build upon previous planning efforts like OARP. The community felt this name reflected the primary goal of the initiative – to promote safety and well-being, ensuring all community members have access to opportunities to *thrive* - and represented its place-based focus, located within the 85705 zip code.

Nearly 12,000 residents live in the area, comprised of all or part of seven distinct neighborhoods with varying histories and character, including Old Pascua, an urban Pascua Yaqui tribal community. It is home to the Tucson House, a 408-unit public housing building which is a neighborhood unto itself. The boundary also includes portions of six other established neighborhoods located along east and south borders, sharing an interest in the major commercial and transportation arterials of Stone Avenue and Speedway Boulevard.

A. The Neighborhoods

- Barrio Blue Moon
- San Ignacio Yaqui or Old Pascua
- Miracle Manor
- Flowing Wells
- Bronx Park (formerly Ocotillo Oracle)
- Balboa Heights
- Coronado Heights
- South of Speedway: Dunbar Spring, Barrio Anita, West University
- East of Stone: Keeling, Sugar Hill, Feldman's



3.2 HISTORY

A. Early Tucson

Tucson is known as one of the oldest continuously inhabited cities in the United States. Hohokam Indians lived along the Santa Cruz and Rillito rivers near the base of Sentinel Peak, commonly known as "A" Mountain, from about A.D. 300 to 1500. The area is widely recognized as Tucson's birthplace. The Tohono O'odham, or "Desert People," were farming in the same area when the Spanish Jesuit missionary Father Eusebio Kino first visited in the early 1690s and went on to establish a settlement in what is now downtown Tucson.

B. Yoeme People in the Area

In the early 1900s, native American Yaquis (Yoeme people) came north from Sonora Mexico to the Arizona Territory, the northern reaches of their traditional settlement lands, to significantly expand existing Yaqui settlements in Southern Arizona. Those people moving north from the Rio Yaqui area were fleeing genocidal persecution by the Mexican government. They settled in several places, including an agricultural and undeveloped area on the northern outskirts of the small city of Tucson along the Santa Cruz River.

Over decades, the Yaquis obtained title to those lands and established a stable community of shared culture and values. In 1978 the Yaqui communities of the greater Tucson area received federal recognition as the Pascua Yaqui Tribe and developed Tribal Trust (reservation) land west of Tucson. Pascua Village, now known as "Old Pascua," remains an urban tribal community at the heart of the Thrive in the 05 area.

C. An Automotive Gateway

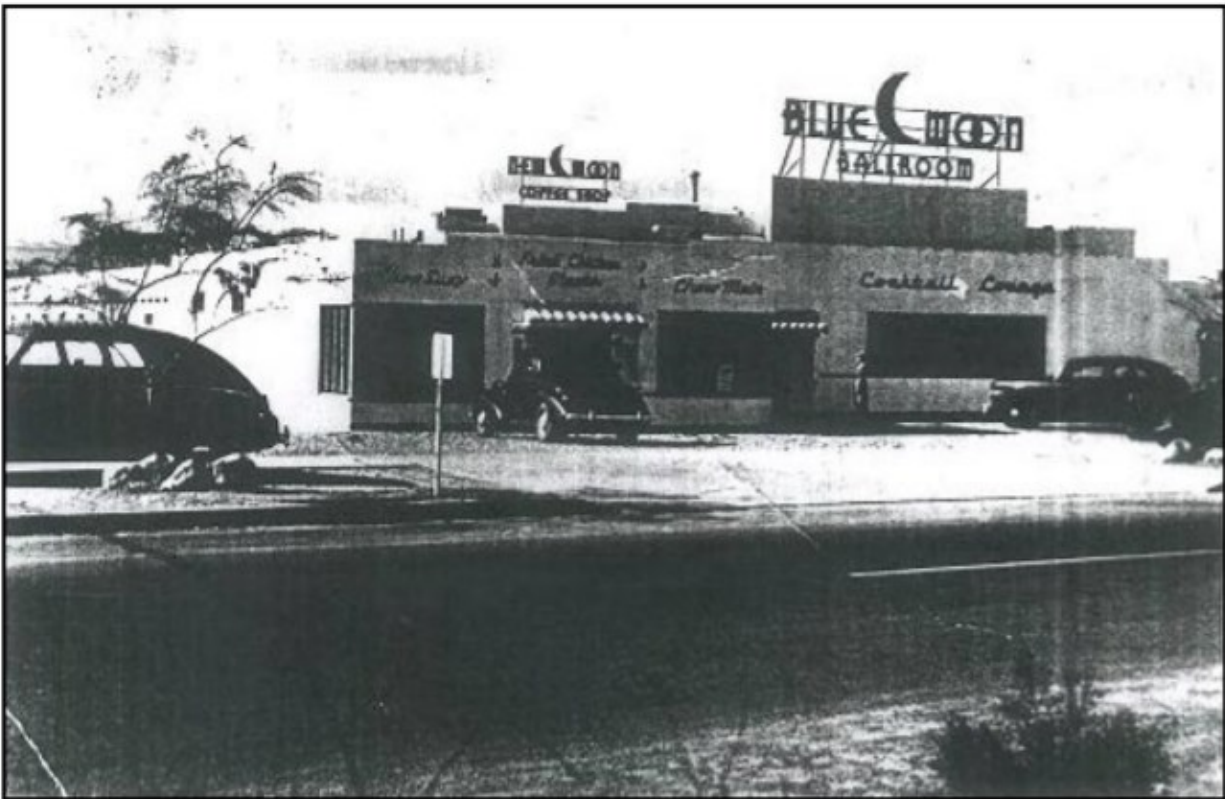
Also in the early 1900s, cars began to arrive in Tucson. The convergence of Routes 80, 89, and 84 at the current Miracle Mile and Oracle Road created the northern automotive gateway into town, snaking west along Miracle Mile, south along Oracle Road, turning east along Drachman, and finally south on Stone into downtown. Developable land along the roadway as well as significant and increasing traffic created economic opportunity for entrepreneurs.

As the automobile proliferated, the roadway developed to accommodate a new and rapidly growing automotive culture. Auto camps sprung up on the corridor in the late 1920s, allowing travelers enticed by Tucson's tourism campaigns to camp alongside their vehicles. Soon motor courts or auto courts were built, featuring rooms just steps from travelers' cars. Roadway improvements including a wide landscaped median and streamlined traffic circles in the late 1930s turned a dangerous corridor into a "Miracle Mile." Owners began to use flashy neon signs to advertise swimming pools, "refrigerated air," and garden areas.

D. Neighborhood Development

Residential areas alongside the Miracle Mile corridor were platted and developed from the 1920s into the 1950s. Affordable property values and non-deed restricted developments enabled families of color and those with lower incomes to call the area home. Schools, parks, and local entertainment venues like dance halls and drive-in movies were established, while the commercial development provided jobs and economic growth.

Often, poorer, transient newcomers to Tucson were known to find shelter in one of the motor courts when they first arrived in town, and stay for weeks, months, or years before moving on to other neighborhoods.



Barrio Blue Moon draws its current name from the “Blue Moon Ballroom,” a popular dance hall music venue which opened in 1920s and operated until it burned down on March 16, 1947. Entertainers, Billy Eckstien, Paul Whitman and Tommy Dorsey performed at the “Blue Moon.” Many longtime residents recall dancing there which they describe as a large barn with wooden window flaps which were pulled up at night so the cooling air could enter...Other early residents had horses, goats, and a chicken farm.

E. Decades of Decline

In 1958, Interstate 10 was constructed to replace Highway 80 as the major route through Tucson. As in so many cities, the interstate bypassed the city core, making the old U.S. Highways and Arizona State Highways irrelevant for long haul travelers.

Within a decade, the changing marketplace dramatically transformed the area. The Speedway Boulevard, Grant Road, and Saint Mary's Road exits off Interstate 10 made it possible to circumvent the Miracle Mile strip. Meanwhile, airline travel became inexpensive and convenient, an increasingly frequent alternative to driving. Finally, the oil crisis of 1973 dealt the final blow to the area, effectively ending leisure travel.

The motels, once the commercial backbone of the area, developed a reputation for high levels of crime and easy access to drugs and sex working. Some motels embraced the changing market, choosing ironic new names such as the "No Tel Motel" (now itself a minor Tucson icon), or renting rooms by the hour. In 1987, the Tucson City Council voted to rename the "North Miracle Mile Strip" to "North Oracle Road" in an effort to rehabilitate the area's image. The area has been largely overlooked for any economic investment or new housing development since the 1980s, and has meanwhile struggled to maintain the characteristic historic motor courts and neon signs.



F. Neighborhood Reinvestment

The residential neighborhoods have similarly borne the brunt of the area's reputation and disinvestment. Throughout the 1990s and early 2000s, however, residents and engaged stakeholders teamed up on neighborhood improvement, safety, and historic preservation efforts. In 1996, for instance, longtime Tucson resident Marty Birdman raised funds to create a park and community center in the Balboa Heights neighborhood. In 2004, a group of residents and businesses created The Oracle Project (TOP), a coalition of neighborhoods and businesses to address safety along Oracle Road. And in 2007, TOP approached the City of Tucson to partner on the Oracle Area Revitalization Project (OARP), a planning effort which influenced new

investments like a community garden, preservation of many abandoned neon signs, adaptive reuse of the Ghost Ranch Lodge for affordable senior housing, and the designation of the Miracle Mile Historic District.



The “Gateway Saguaro” sits directly in front of Tucson House in the median of Oracle Road north of Drachman. Designed by artist Dirk Arnold and installed in 2010, the neon art monument came out of the Oracle Road Revitalization Project and marries modern with historic. It has quickly become one of the most iconic and widely recognized images of Tucson, showing up on souvenirs, tattoos, promotional reels, and music videos. It served as the inspiration for the Thrive in the 05 logo.

3.3 TUCSON HOUSE

Tucson House was constructed in 1963 as a 17-story luxury apartment complex with large floor plans, attractive amenities, and sweeping desert views. Considered the pinnacle of commercial investment along the booming automotive Miracle Mile Strip at the time, it was featured in Time Magazine and TV Guide. Not only did it tower over the low-slung motor courts that dominated Miracle Mile, but it also became the tallest building in Tucson.

The 400+ units had views to either the north or south and the entire exterior living room walls opened with sliding doors to private balconies. Brochures described the high-rise

apartment building as "a city within a city." Amenities included a uniformed doorman, courtesy car, beauty and barber shops, game, recreation, and arts and crafts rooms, Olympic-sized swimming pool, sauna, and a grocery store residents could shop from their rooms via closed-circuit television. The 17th floor featured a "penthouse indoor-outdoor solarium" and restaurant.

Within a decade, however, traffic was circumventing Miracle Mile by way of the newly constructed Interstate 10. In the mid-1970s, Tucson House occupancy declined as the area deteriorated and the federally insured mortgage was foreclosed. The property was auctioned in October 1976 to HUD, which provided a grant to the City of Tucson to purchase it and transition it into 408 units of public housing. Tucson House now represents 27 percent of the City's public housing inventory.

Nearly 60 years later, Tucson House is still known as a "city within a city." Home to over 450 residents, many of whom are older adults or disabled, the building is constantly abuzz. An active Residents Council and resident volunteers coordinate BINGO and movie nights, resident dinners, food assistance deliveries, a community garden, library, and tech support for their neighbors. Residents socialize in the outdoor patio areas, "Lizard Lounge", and lobby, and walk their dogs in nearby Esquer Park. Tenant employees assist with building security and deliveries at the loading dock. The closed-circuit TV in the lobby has been replaced with a keycard entry system.

Yet, at 60 years old, Tucson House needs a full rehabilitation. Costly ongoing repairs to major systems are not only inefficient but cause serious disruptions to the quality of life for residents. The auto-oriented nature of the site does not tie in well to the surrounding neighborhood and residents report feeling disconnect from the larger community. Security in the building and building access top residents' list of concerns. A lack of nearby services and retail, particularly a full-service grocery store, make it difficult for residents without a car to access basic needs conveniently.

3.4 RESIDENT PROFILE

While the commercial Miracle Mile Strip has experienced its booms and busts, the Thrive in the 05 area has long been home to transient and working-class residents, some of whom stumbled into town looking for renewed health and opportunities, and some of whom have called Tucson home for generations. Today, citywide patterns of social vulnerability and low access to opportunity that mirror long-standing patterns of racial segregation are particularly pronounced in the area. Thrive in the 05 residents are on average more diverse in age, race, and ethnicity, but lower income and have lower educational attainment compared to the rest of the city.

A. Population, Growth, and Age

Nearly 12,000 residents live in the Thrive in the 05 area as of 2020 and it is growing faster than the rest of Tucson. Between 2010 and 2020, the area grew by 378 households, or 8.2 percent compared to 6.1 percent citywide.

Older adults aged 65 and up were the fastest growing of all age groups in the area over the past decade, increasing by 43.6%. Residents between 55 and 65 and young adults between 25 and 35 grew by 23.9% and 34.5% respectively. The Thrive in the 05 area also saw a 5.4% increase in the number of children under the age of 18. This stands in significant contrast to the rest of Tucson, where the number of children actually declined. Children under the age of 18 comprise over 24% of the Thrive area's population, a higher share than the city.

Altogether, the Thrive in the 05 area is slightly younger than Tucson as a whole. Tucson House, however, is home to a larger proportion of older and disabled adults, where the median age is 59 years old.

B. Race and Ethnicity

The Thrive in the 05 area has higher proportions of Hispanic/Latino (57.9 percent), Black (5.7%), and Native American (4.3%) residents than the city as a whole. Meanwhile, Tucson House is predominantly home to white, non-Hispanic residents (55.3%), with higher-than-average concentrations of residents that identify as Black (13.6%) or Native American (4.0%).

C. Employment, Income, and Education

Tucson's median income of \$44,316 is lower than that of Pima County, Arizona, and the United States. However, the median income in the Thrive in the 05 area is less than half that at \$20,990. The Tucson House median income is again half that, \$10,441 annually. High unemployment and low-paying jobs help explain the area's low incomes. A July 2020 estimate captured at the height of the COVID-19 pandemic pegged the unemployment rate for the area at 19.6% while it was 14.7% across Tucson.

The high unemployment was unsurprising since the most common industry for Thrive in the 05 residents to be employed in is food services (17.6%). Other top industries for residents to be employed in are healthcare and social assistance, administrative and support jobs, retail, and construction. Together, these industries account for nearly 61% of all employed residents. The area is home to many higher paying manufacturing and wholesale trade jobs, however, the working residents of the area are not employed by the largest employers in their neighborhood.

Educational outcomes also affect wages. Nearly twice as many adult Thrive in the 05 residents do not have a high school diploma as the city average. An additional 27% percent of adults in the area have graduated high school but not any college.

	Tucson House	Thrive in the 05 (change since 2010)	Tucson (change since 2010)
Total Population	454	11,904 (+8.7%)	557,827 (+6.0%)
Median Age	59.3	31.9	33.5
Population 55+	71.6%	21.9%	26.2%
Population <18	2.5%	24% (+5.4%)	21.6% (-2.0%)

No. of Households	396	4,979 (+8.2%)	220,415 (+6.1%)
Median HH Income	\$10,441	\$20,990	\$44,316
White, non-Hispanic	55.3%	26.3% (-11.2%)	41.7% (-6.1%)
Hispanic	26.5%	57.9% (+19.8%)	45.8% (+16.6%)
Black, non-Hispanic	13.6%	5.7% (+10.5%)	4.8% (+12.6%)
Native American	4.0%	4.3% (+2.6%)	1.7% (+5.1%)
No HS degree		24.8%	13.9%

3.5 THE NEIGHBORHOOD TODAY

The Thrive in the 05 area is poised for change. It has all the building blocks for a strong and thriving community. When combined with emerging opportunities, these assets will be key in addressing the area's ongoing challenges.

3.5.1 Location and Transportation

3.5.2 History and Culture

3.5.3 Neighborhood Amenities, Connectivity, and Disinvestment

3.5.4 Housing and Multigenerational Neighborhoods

3.5.5 Invested Institutions and a Caring Community

3.5.6 Economic and Workforce Development

3.5.7 Public Safety

4 RELEVANT PLANS AND ANTICIPATED INVESTMENTS

This Thrive in the 05 Transformation Plan has been developed in partnership with residents and community partners thanks to a Choice Neighborhoods Planning and Action Grant from the U.S. Department of Housing and Urban Development (HUD). However, it is not a standalone document. It incorporates recent plans, studies, and ongoing initiatives both citywide and specific to the area that have paved the way for new investments and solutions that put the community at the center of change. This plan seeks to align with, incorporate, amplify, and build upon those efforts.

4.1 THRIVE IN THE 05 GUIDING PLANS

Thrive in the 05 is a collaborative of residents, businesses, community stakeholders, and committed institutions seeking to build upon over a decade of work to invest resources and build community in the Oracle Road / Miracle Mile area of the 85705 zip code in Tucson. The following previous planning efforts and ongoing initiatives form the backbone of this Transformation Plan and the ongoing Thrive in the 05 collaboration.

4.1.1 Oracle Area Revitalization Project (OARP)

Adopted by Mayor and Council 2013

The OARP was a long-term planning effort that sprung out of the Oracle Project (TOP), a partnership of area stakeholders seeking to combat emergent crime and quality of life issues. The City of Tucson initiated the OARP in late 2007 with stakeholders to explore opportunities to encourage the development of employment options, more services to meet surrounding needs, social and recreational opportunities, a variety of housing options, sensitivity to the area's historic character, and overall improvement of the built environment.

OARP included a small-scale needs assessment resulting in a framework for ongoing revitalization efforts including the completion of 8 catalyst projects. Many of the neighborhood assets identified in this report sprung out of the OARP work, laying the groundwork for the additions suggested in this plan. The OARP continues to be a guiding tool in informing the current Thrive in the 05 project.

4.1.2 Community-Based Crime Reduction (CBCR)

Implementation Plan approved by U.S. Department of Justice 2020

The Office of Community Health, Engagement & Resiliency (OCHER) at the Arizona State University's (ASU) Tucson School of Social Work was awarded an Innovations in Community-Based Crime Reduction (CBCR) Grant by the U.S. Department of Justice (DOJ) in fall 2017. CBCR is a place-based, data-driven, community-oriented crime and safety project aimed to address the high prevalence of violent crime, in particular youth-involved violence, group violence, and drug offenses in the area.

Since 2018, OCHER staff has organized and conducted intensive community engagement and data collection, including visioning sessions, focus groups, surveys, strategy workshops and community events in close partnership with the Tucson Police Department, Thrive in the 05 partners, and residents.

The CBCR Implementation Plan was approved in 2020 and is the result of over a year of research and planning and presents the CBCR strategies that the Leadership Alliance, OCHER team and Thrive in the 05 community have settled on. The plan includes an analysis of historical crime data and community input that has been collected by OCHER. CBCR implementation strategies are incorporated into and expanded upon in this Transformation Plan.

4.1.3 Daniel Rose Fellowship

Panel report and recommendations 2018

The City of Tucson and then-Mayor Jonathan Rothschild were selected to participate in the 2018 class of Daniel Rose Land Use Fellows by the Rose Center for Public Leadership along with three other cities. Through an interdisciplinary problem-solving model

focused on high levels of community engagement with public and private participants, the City received technical assistance from national leaders in land use and urban design. The result of this year-long project sought to answer the challenge:

How can Tucson create a new, intentional approach to community and economic development in the Oracle Area?

The Panel's recommendations broadly focused on the following four categories:

1. Intentional Approach + Organizational Structure
2. Workforce + Neighborhood Economic Development
3. Housing + Land Use
4. Transportation + Infrastructure

Multiple specific findings have informed and been incorporated into the Thrive in the 05 effort and this plan, including an inclusive and equitable approach to planning and implementation, a focus on affordable and mixed-income housing, and elevating workforce development as a catalyst for economic development.

Achievements

- ☑ **Ongoing work catalyzed** – The Rose Fellowship inspired new ideas for the Oracle Road Area, while engaging new and old partners. Throughout 2018, Mayor Rothschild convened an Oracle Area Task Force to inform the work of the panel. These task force members were incorporated into the Thrive in the 05 Steering Committee and Transformation Teams.

The work also solidified a partnership between the City of Tucson and Pima Community College to focus on inclusive workforce and economic development in the area, which has become the third cornerstone project of the Thrive in the 05 collaborative.

- ☑ **Staff champions joined the team** – A specific recommendation of the Rose Fellowship panel was to identify two staff champions to carry on the work: an economic development officer and an inclusion and community engagement officer. In 2019, the City of Tucson hired a Director of Economic Initiatives and a joint-funded position at Pima Community College to specifically focus on workforce and economic development outreach in the Thrive in the 05 area.

4.2 CITY-WIDE PLANS AND INITIATIVES

4.2.1 Plan Tucson

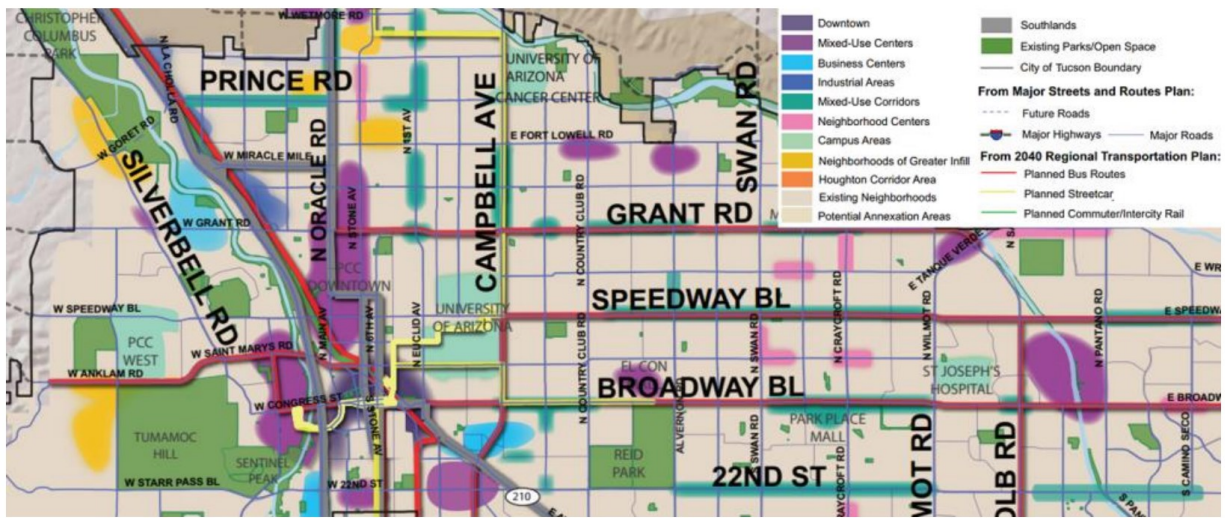
Adopted by Tucson voters in 2013

The City of Tucson General and Sustainability Plan, Plan Tucson, lays out Tucson's vision for the future and a roadmap for how to get there. It guides development, infill, redevelopment, neighborhood preservation and revitalization efforts throughout the City within four focus areas:

1. Social Environment
2. Economic Environment
3. Natural Environment
4. Built Environment

Relevance to Thrive in the 05: The Future Growth Scenarios map included in Plan Tucson identifies portions of the Thrive in the 05 area as appropriate for mixed-use centers given the assets in these neighborhoods, including planned transportation and transit improvements. The northwest area of the Thrive in the 05 area near Miracle Mile and I-10 is also indicated as appropriate as an industrial area.

Plan Tucson Future Growth Scenarios



Source: Future Growth Scenario Map, Plan Tucson, Adopted 2013.

4.2.2 People, Communities, and Homes Investment Plan (P-CHIP)

Adopted by City of Tucson Mayor and Council 2021

The People, Communities, and Homes Investment Plan (P-CHIP) creates a framework for investing in Tucson's most vulnerable populations. It will direct funding for homeless services, housing stability, neighborhood enhancements, and more. Built on previous community plans, the most current data, and broad public outreach, the P-CHIP identifies priorities eligible for support from Tucson's federal and local funding sources, administered by the City of Tucson Housing and Community Development Department.

Relevance to Thrive in the 05: The P-CHIP framework closely matches the Choice Neighborhoods Initiative's core goals of Housing, People, Neighborhood to identify priorities and goals city-wide. The Thrive in the 05 area represents one of several

vulnerable neighborhoods of Tucson identified as priorities for investment. Preference for projects that target the Choice Neighborhoods area was given in the scoring for the 2021 People Call for Projects.

4.2.3 Move Tucson

Public planning process underway in 2019

The City of Tucson is preparing a citywide transportation master plan that will create a mobility blueprint for the City's future in a rapidly changing world. The plan, which is under development by the Department of Transportation and Mobility (DTM), will be innovative, creative, and inclusive to create a mobility future that works for all Tucsonans. The outcome of the planning process will be a document that informs the Mayor and Council's decisions in the very near future about policy, resources, and how welcoming and livable our city is to visitors, residents, and business owners.

Relevance to Thrive in the 05: The planning processes for Move Tucson and Thrive in the 05 have moved in tandem since 2018. As of summer 2021, DTM is seeking public input on an Implementation Plan with 234 projects, totaling approximately \$5.7 billion. Many of the neighborhood challenges and opportunities identified through the Thrive in the 05 planning process relate to transportation and mobility and are reflected in the Move Tucson proposed Implementation Plan.

4.2.4 Tucson / Pima County Housing Market Study

Final analysis published 2021

The City of Tucson, Pima County, and University of Arizona's Economic and Business Research Center through the MAP Dashboard have partnered on this regional housing market study. In three phases, the study aims to help decision makers better understand the existing housing stock and development trends and to identify gaps and potential policies to support a variety of housing options that meet the needs of the full range of household types in our community.

- Phase 1 is Neighborhood Vulnerability Index that identifies "vulnerable", or stressed, neighborhoods within the Tucson/Pima County region.
- Phase 2 is a Housing Market Assessment that examines recent data as well as trends over time to better understand the current market as well as market shifts.
- Phase 3 is a Gaps Analysis examines existing and projected demographics, household income levels, development trends, emerging household preferences, and economic indicators to understand unmet housing needs.

Relevance to Thrive in the 05: This Transformation Plan attempts to look holistically at how housing trends and gaps across the city will impact the Thrive in the 05 area, as well as what opportunities the neighborhood provides for meeting city and regional housing needs. While Census tract boundaries do not neatly line up with the boundaries

of the Thrive in the 05 area, Neighborhood Vulnerability Index indicates that the area is one of the most vulnerable in the city. The study also identified gaps in the number of affordable housing opportunities for lower-income individuals and families in Tucson. It is estimated that over 45,000 low-income households are currently renting units that are not affordable to them and therefore stretch the family financially.

4.3 SPECIAL DISTRICTS

Several zoning and development incentive districts currently overlap the Thrive in the 05 area, offering opportunities for development and infill. Some of these tools can also be adapted and expanded to better meet the needs of the area.

4.3.1 Infill Incentive District (IID)

Originally adopted by Mayor and Council in 2009, the IID was established to encourage sustainable infill development, pedestrian-friendly and transit-oriented neighborhoods, and to protect historic and cultural amenities in the area around downtown. Flexible development options in the IID relieve property owners from parking, loading, and landscaping standards and allow height increases if the development supports transit and pedestrian oriented development.

4.3.2 Grant Road Improvement District (GRID)

Adopted in 2018, the Grant Road Investment District (GRID) Urban Overlay District is an overlay zone, which is a regulatory tool that creates a special zoning district placed over the existing zoning. This special zoning district provides provisions in addition to the existing zoning to allow for developmental flexibility and site-specific solutions to redevelopment. The GRID overlays an area, from Oracle Road to 1st Avenue, in which significant public investment has already been made in transit, utility and other infrastructure improvements.

4.3.3 Central Business District (CBD)

Arizona State statute grants the City of Tucson authority to abate property tax for up to eight years if a property is located within a designated Central Business District and meets other specific criteria. This tool is called the Government Property Lease Excise Tax (GPLET), and it allows the City to facilitate development, and redevelopment, of real property in the CBD by providing a financial incentive to projects that would not be economically feasible.

4.3.4 Opportunity Zones

Most of the Thrive in the 05 area lies within one of several federally designated Qualified Opportunity Zones. Opportunity Zones are designed to spur economic development and job creation in distressed communities by providing tax benefits to investors.

4.3.5 Miracle Mile Historic District

The Historic Miracle Mile corridor, located on North Stone Avenue, Drachman Street, Oracle Road and Miracle Mile in Tucson, Arizona, was listed as a historic district in the

National Register of Historic Places on December 11, 2017. The District is composed of four groupings of historic resources that feature iconic examples of roadside architecture in Tucson and Arizona including the Ghost Ranch Lodge (designed by Josias Joesler 1941), Tucson Inn (designed by Anne Rysdale, 1952), and the Flamingo Hotel (designed by Anne Rysdale, 1954). The designation makes available reinvestment incentives including federal Historic Tax Credits for rehabilitation of contributing historic buildings.

4.4 PLANNED INVESTMENTS

4.4.1 Pima Community College Center for Excellence

4.4.2 High-Capacity Transit Planning Grant

4.4.3 Regional Transportation Authority (RTA) Projects

4.4.4 Proposition 407: Parks + Connections

4.4.5 Affordable Housing Development

5 THE PROCESS

Residents of Tucson House and the Thrive in the 05 neighborhoods were central to the planning and outreach for this plan. Engagement methods that focused on meeting people where they are and making it fun and safe to participate generated a breadth and depth of input.

As an ongoing collaborative, the Thrive in the 05 effort has also sought to approach engagement from a capacity building and iterative perspective. This plan builds on and incorporates the initiatives described above. Meanwhile, the process laid out in this chapter was intended to identify and amplify the leadership of residents, who will steer the transformation of the area beyond individual grants.

5.1 THRIVE IN THE 05

5.1.1 Background and Core Initiatives

Thrive in the 05 is a place-based, community-centered collaborative between residents, businesses, community organizations, and institutions with roots in years of planning and engagement. The following three initiatives have teamed up to build community and invest resources in the Oracle Road / Miracle Mile of the 85705 zip code.

	Choice Neighborhoods Planning and Action Grant	Community-Based Crime Reduction Grant	Workforce & Economic Development
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Description	Leverages significant public and private dollars to support locally driven strategies that address struggling neighborhoods with distressed public housing through a comprehensive approach to neighborhood transformation. Focused on three core goals: Housing, Neighborhoods, People.	Helps community organizations work with residents and partners to pinpoint and address drivers of crime in their localities through a data-driven, comprehensive, and community-led approach.	Targets area residents and businesses for workforce and economic development opportunities through a partnership of local institutions resulting from the Daniel Rose Fellowship in 2018.
Funded by	U.S. Department of Housing and Urban Development (HUD)	U.S. Department of Justice (DOJ)	City of Tucson and Pima Community College
Led by	City of Tucson Department of Housing and Community Development (HCD)	Arizona State University Office of Community Health, Engagement, and Resiliency (ASU OCHER)	Pima Community College (PCC) and City of Tucson Office of Economic Initiatives (EI)
Timing	2017/18-2022 <ul style="list-style-type: none"> • Two-year planning • One year Action Activities 	2018/19-2022 <ul style="list-style-type: none"> • One year planning • Two-year implementation 	2018+ <ul style="list-style-type: none"> • One year planning (Daniel Rose) • Ongoing collaboration
Commitment	Ongoing implementation, engagement, and resources		

In the fall of 2018, as the City of Tucson learned it was awarded a Choice Neighborhoods Planning and Action Grant, two other efforts focusing on the same geographic area were already underway: Innovations in Community-Based Crime Reduction and the Daniel Rose Fellowship. Recognizing the potential for meeting fatigue and confusion within the community, as well as the potential for a stronger collective impact, leadership across all three planning efforts proposed a collaborative approach.

5.1.2 A Joint Approach

The three core initiatives took intentional steps to solidify a collaborative approach to the Thrive in the 05 work by developing shared communication channels, creating an overarching brand, and planning joint events. Recognizing the possible confusion

caused and embracing the shared capacity of multiple lead agencies, the collaborative sought to de-emphasize individual grants. Instead, a “no wrong door” approach invited community members and partners to engage in the activities and meetings that most enticed them to participate.

A. Steering Committee

Executive leadership from key government offices, partner organizations, resident councils, and neighborhood associations met beginning in January 2019 to provide direction, oversight, and resources across all three projects. Membership included representatives from:

- Tucson House Residents Council
- San Ignacio Yaqui Council
- Miracle Manor Neighborhood Association
- Tucson Housing and Community Development
- ASU Office of Community Health, Engagement, and Resiliency
- Pima Community College
- Chicanos Por La Causa
- Pima County Health Department
- Tucson Police Department
- Ward 3 Council Office
- Office of the Mayor

Meetings were open and various stakeholders and guests joined consistently and were often invited for specific topics. The committee met monthly through 2019 and much of 2020, focusing on rotating topics and continues to advise on grant deliverables. The Thrive in the 05 Steering Committee was particularly instrumental in advising on the Choice Neighborhoods strategies and selecting Action Activity projects.

B. Lead Project Staff

Lead managers for each project were designated to work closely together to ensure a streamlined outreach and engagement approach. In March 2019, Pima Community College and the City of Tucson jointly hired a Community Outreach Program Manager to maintain the momentum from the Daniel Rose Fellowship work. Together with the Community-Based Crime Reduction Project Manager from the ASU OCHER and the HCD Lead Planner hired in November 2019 to manage the Choice Neighborhoods grant, the team of three meets regularly and is in constant contact to coordinate work and share information across all three projects.

C. Branding and Communications

Another key aspect of the Thrive in the 05 collaborative has been joint branding and communications channels. The “Thrive in the 05” name arose out of early planning

meetings as a name for the CBCR project that reflected a community recognition of the area as “the ‘05,” referring to the 85705 zip code, and a reinvigoration of a previous effort under a similar name.

At its first meeting, the newly-formed joint Steering Committee agreed to adopt the “Thrive in the 05” name to refer to the collaboration across the three ongoing efforts. OCHER hired a local graphic design artist from the Pascua Yaqui Tribe to design a logo featuring the area’s iconic Gateway Saguaro neon art monument. A joint website, social media presence, and newsletter were created and feature news and events from all projects. This joint branding has allowed the effort to garner city-wide recognition and bring new partners and resources to the table.

D. Joint Events and Topic-Based Working Groups

The Thrive in the 05 team developed a variety of opportunities for residents and stakeholders to engage in planning and feedback, discussed more in the Neighborhood and Community Engagement section below. Seeking to minimize the inevitable confusion about the different grant projects with different funding sources, timelines, deliverables, and lead agencies, the Thrive in the 05 team decided to de-emphasize the names of the grants, and instead focus on topic-based working groups. These included the Housing, Neighborhoods, and People and Education Transformation Teams, as well as Crime and Safety meetings and forums for area businesses. Each working group allowed stakeholders to dig deep into specific challenges and solutions for inclusion in this plan.

The team also made sure to provide opportunities to learn about all the ongoing work at once during joint quarterly public meetings, and to provide feedback at fun, family-friendly events like festivals and resource fairs.

5.2 THE CHOICE NEIGHBORHOODS PLANNING TEAM

To fulfill the planning, engagement, data collection, and assessments necessary for the Choice Neighborhoods Planning Grant, the City of Tucson’s Housing & Community Development Department (HCD) assembled a team of local experts to focus on each goal of the Choice Neighborhoods program.

These Transformation Team Leads were responsible for convening residents and stakeholders to jointly discuss challenges and prioritize strategies for inclusion in this Transformation Plan. The team members remained agile throughout the planning process, adapting outreach strategies to engage as many residents as possible, incorporating the broader Thrive in the 05 collaborative into the Choice Neighborhoods planning process, and adapting to a global pandemic.

5.2.1 Core Team Members

The core Choice Neighborhoods planning team met twice each month to jointly coordinate planning activities and engagement efforts.

- A. City of Tucson Housing and Community Development – Lead Applicant**
- B. Poster Mirto McDonald – Housing Transformation Team Lead**
- C. The Planning Center – Neighborhood Transformation Team Lead**
- D. Arizona State University School of Social Work, Office of Community Health, Engagement, and Resiliency (ASU OCHER) – People and Education Transformation Team Lead**

5.2.2 Planning Partners

The Thrive in the 05 effort is fortunate to have dedicated partners involved throughout the planning process to help engage community members, identify realistic opportunities and strategies, and work together towards implementation. These partners include nonprofit provider agencies, local businesses, city and county departments, the offices of elected officials, and neighborhood groups. They served on the Steering Committee, Transformation Teams, Festival planning teams, and helped select Action Activities.

In addition to these partners and the core planning team dedicated to the Choice Neighborhoods Planning and Action Grant, leads for all the ongoing Thrive in the 05 initiatives provided critical cross-sector planning support for this Transformation Plan, including information sharing and in-kind collaboration to engage residents, businesses and stakeholders. The following leads were instrumental in this plan:

- **ASU OCHER | Crime and Safety Lead:** As the lead for the Community Based Crime Reduction Grant, ASU OCHER served as the main point of contact for convening stakeholders and identifying solutions related to crime and safety. This included engagement specific to Tucson House, including quarterly Crime and Safety resident meetings, monthly check-ins with Tucson Police Department and Tucson House management to troubleshoot emerging concerns, and trainings for Resident Council and tenant workers.
- **Pima Community College | Workforce and Economic Development Co-Lead:** During the Daniel Rose Fellowship, PCC identified their role as an institution within the Thrive in the 05 neighborhood would be pivotal for driving investment in the area. It agreed to jointly fund a Thrive in the 05 outreach position with the City of Tucson.
- **City of Tucson Office of Economic Initiatives | Workforce and Economic Development Co-Lead:** The Economic Initiatives team at the City also served as a co-lead to the Workforce and Economic Development efforts, coordinating business forums and connecting area businesses to resources.
- **Tucson House Residents and Resident Council | Target Housing Resident Engagement:** Inclusion of neighborhood and Tucson House resident voices in

all aspects of the planning and engagement process has been a core tenet of developing this Transformation Plan. The Tucson House Resident Council has not only taken an active role in engaging Tucson House residents, but has also stepped into leadership and facilitation roles at Steering Committee and public meetings and in coordinating resources to support residents during the COVID-19 pandemic.

5.3 HOW THRIVE IN THE 05 IS ORGANIZED

Thrive in the 05 is a comprehensive, collaborative effort with a broad range of ongoing projects, investments, resident and business leaders, and institutions attempting to operate beyond the boundaries of a given grant. This can be messy to coordinate and confusing to communicate. Rather than a clear hierarchy, the collaborative often more closely resembles loosely affiliated organizations with common goals and specific expertise, partnering with each other and residents on initiatives to address challenges and implement ideas based on a shared vision.

“Collaboration works at the speed of trust.”

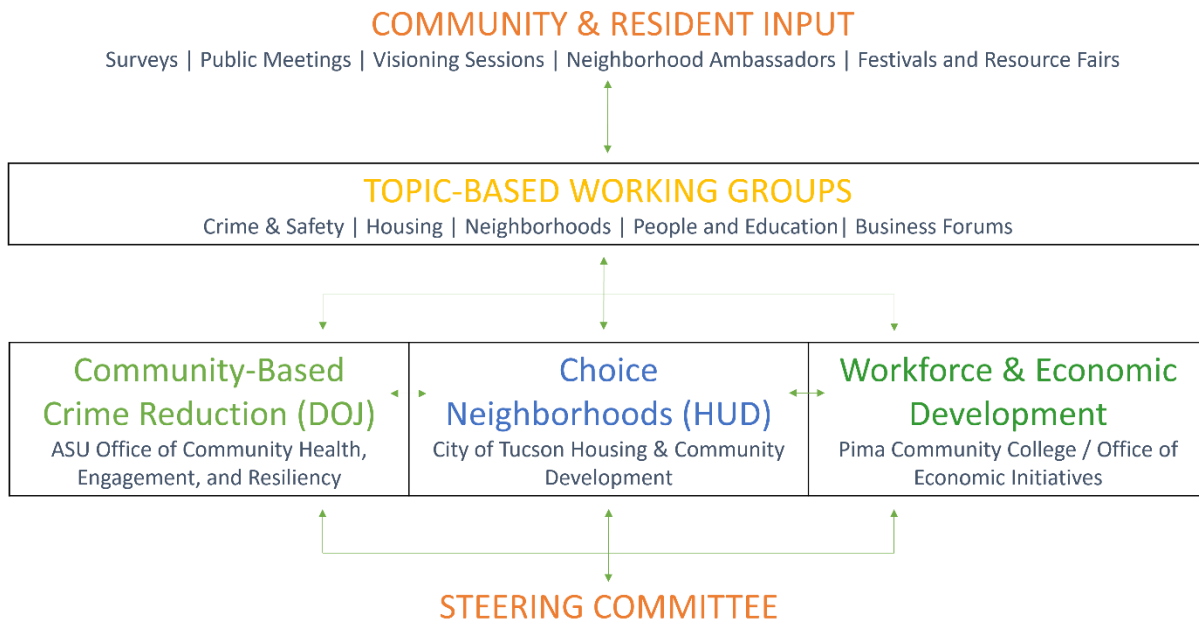
Relationships built over months and years of planning form the foundation of the Thrive in the 05 effort. Meanwhile, the initiatives all share a common approach:

- **Place-Based:** Efforts are focused on the strengths, assets, and challenges of the Oracle Road / Miracle Mile area.
- **Collective Impact:** An intentional way of working together and sharing information for the purpose of solving a complex problem.
- **Community Centered:** The input and experiences of community residents and stakeholders are centered, and residents in particular are invited to participate in all levels of decision-making as the experts in their neighborhood.

The following diagram illustrates how the Thrive in the 05 effort is loosely organized:

- A range of mechanisms for **community input** lay the foundation to inform all aspects of the collaborative's work.
- **Topic-based working groups** ("Transformation Teams" under the Choice Neighborhoods project) composed of cross-sector partners and resident leaders work together to discuss challenges and identify solutions based on community input.
- **Lead project staff** and team leads serve as conduits, sharing information between initiatives, jointly coordinating working groups and community events, and communicating with the Steering Committee.

- The **Steering Committee** provides high-level direction and resources across all three projects, incorporating the input from community members and working groups and ensuring coordination with city-wide initiatives.



5.4 NEIGHBORHOOD AND COMMUNITY ENGAGEMENT

Meaningful, sustainable change can occur only if residents of the community are authentically engaged in directing the vision for change. As such, resident and cross-sector partner engagement is the highest priority to the Thrive in the 05 initiative. Over the course of the planning effort, the project team adapted our collective engagement approach to ensure involvement in all aspects of decision-making. The various tools employed to gather data and feedback from area residents and partners are described below.

5.4.1 Joint Events

A. Quarterly Joint Public Meetings

Public meetings were held quarterly starting with the HUD Kickoff Meeting in November 2018. The goal was to provide a consistent opportunity (meetings were held at the same time of day and same location) for community members and stakeholders to hear the latest updates across all three Thrive in the 05 projects, provide feedback, and get information on how to get involved more deeply in the planning work.

Meetings were advertised through a growing email distribution list, mailed postcards to all addresses within the target area, flyers posted in English and Spanish at Tucson House, announcements on social media and NextDoor, and in the Tucson House monthly newsletter. Transportation was provided to Tucson House residents thanks to partnerships with Beacon Group and Gospel Rescue Mission. Refreshments were provided, including a special catered meal sponsored by local Brother John's Barbeque at the June 2019 meeting. Spanish interpretation options were made available throughout, and now services are provided by Pima Community College students through a partnership with the Translation & Interpretation Studies Department.

B. Resource Fairs and Festivals

In order to build community and engage residents who cannot dedicate time to long meetings, the Thrive in the 05 collaboration hosted twice-annual community festivals and resource fairs at Richey Resource Center in the Old Pascua neighborhood and Nash Elementary School in Miracle Manor. The festivals offered fun activities for kids, free food, and local entertainment like ballet folklórico performances and music. At each festival in 2019, community members and children designed and painted a new butterfly mural. Tucson House residents attended and helped lead a rock painting table for neighborhood kids.

The resource fair component brought in health, education, and social services providers as well as government agencies to offer information on low-income programs and provide health and dental screenings. Toys, gift certificates, school supplies, and even free trees for homes were raffled off. Each event garnered a larger crowd than the last and provided opportunities to do quick surveys with residents to gather data on neighborhood priorities.

Thrive in the 05 also worked with the community to coordinate the annual National Night Out Celebration at the Marty Birdman Recreation Center in the Balboa Heights neighborhood.

C. Clean Ups

As many as seven different neighborhood clean-ups were coordinated through the planning process with the help of the Ward 3 Council Office, Tucson Police Department, Tucson Clean and Beautiful, neighborhood associations, and Environmental Services. Clean ups in Balboa Heights, Coronado Heights, and Ocotillo Oracle served as an opportunity to build community and make contact with residents in the neighborhoods that currently lack an organized neighborhood association. Planning team members worked alongside residents, providing a hands-on opportunity to learn more about the strengths and challenges of each neighborhood.

Thrive in the 05 project team members also support and attend other neighborhood and community building functions to build relationships and listen to community members. Such events have included a Super Bowl Saturday Punt Kick Pass competition at Jacinto Park and Barrio Blue Moon cook-out at Esquer Park.

5.4.2 Working Groups and Workshops

Topic-based working group and neighborhood-specific conversations allowed the planning partners to dive deep into areas of interest and jointly develop solutions based on community input.

A. Transformation Team Meetings

Housing, Neighborhoods, and People & Education Transformation Team meetings formed the backbone of work on each goal area. Engaged residents and partners came together to discuss the assets, challenges, and opportunities and jointly develop ideas for strategies and Action Activities to address the themes identified. In an attempt to reduce meeting confusion and fatigue, all three Transformation Team meetings were held simultaneously early on in the planning process. Teams met several times throughout the year and results from meetings were shared at Public and Steering Committee meetings.

B. Neighborhood Community Conversations

Given the high degree of geographic isolation and lack of safe connectivity between the neighborhoods, the project team found that neighborhood resident participation in early Transformation Team meetings remained low. Deciding to meet neighbors where they already congregate, the team scheduled visioning sessions with active neighborhoods in the Thrive area with the help of the Ward 3 Council Office at the time and place of their regularly scheduled meetings, or at an otherwise convenient location and time. The Community Conversations used a map of the area to generate discussion among residents regarding the assets and challenges in each neighborhood. Conversations were also conducted with residents of the neighborhoods that share a commercial arterial along the Thrive in the 05 boundaries: Stone Avenue to the east, and Speedway Boulevard to the south.

C. Business Summit and Forums

The Thrive in the 05 effort launched a series of support and engagement events targeted at businesses within the area. These forums were coordinated under the leadership of the Pima Community College / City of Tucson Economic & Workforce Development Outreach Manager and the City's newly hired Economic Initiatives Director, in partnership with the rest of the Thrive in the 05 planning team. An initial Business Summit in July 2019 gave area business owners an opportunity to meet each other and discuss the needs of the local business community. The meeting was advertised via email to all Tucson Metro Chamber of Commerce members in the target area, and a postcard was mailed to all business license addresses. Results

from that session were incorporated into ongoing informational and capacity-building forums.

D. Crime and Safety

During the planning process, ASU OCHER convened specific crime and safety community meetings to discuss the implementation strategies for the Community-Based Crime Reduction grant. As one of the primary challenges community members sought to address, the topic of public safety was embedded in most other workshops and Transformation Team meetings across all focus areas as well.

E. Design Charrettes

Throughout January 2020, the Housing and Neighborhood Transformation Team leads, PMM and The Planning Center, held a series of targeted design charrettes with residents, stakeholders, and businesses. Through the charrette process, participants were invited to co-create design-oriented Transformation Plan strategies based on over a year of visioning, assessments, and input.

Titled “Activating Spaces,” the Neighborhood Transformation Team design charrette series consisted of two charrettes, one with a neighborhood focus and the other with an economic development focus. To allow easy access to Tucson House residents as well as neighborhood residents, businesses and partners, both charrettes were held at Pima Community College. The Housing team's three design charrettes focused on housing opportunity sites and were on: Tucson House redevelopment, Old Pascua scattered-site housing infill, and Dunbar Spring / Barrio Anita homeownership.

5.4.3 Tucson House

Revitalization of the Tucson House is foundational to the Transformation Plan and the current residents have been active partners in directing priorities for change throughout the planning process. Resident engagement through community organizing and empowerment practices is fundamental to the Thrive in the 05 approach. While Tucson House residents were involved in all Public and Transformation Team meetings and other area-wide events, it was clear from the beginning of the planning process that additional engagement and community building within Tucson House was critical to develop trust and leadership among the residents. The skills and relationships built during Tucson House events helped residents build the confidence to engage and become leaders in community-wide sessions.

A. It's Your Choice Meetings

The Thrive in the 05 project team hosted monthly meetings with Tucson House residents at a consistent time and place. These meetings served as interactive forums at which to gather input on residents' pressing needs and to inform and educate residents about the planning process, action activities, and progress. The

goal was to create a space where residents feel their voices are heard and valued, to stay current with resident concerns, and to co-create solutions to issues. This community participatory approach empowers community members to provide their perspective on issues that affect quality of life and the neighborhood in which they live.

During these gatherings, residents worked together in small groups to address challenges and improvements, along with strengths and assets, based on their unique perspective as a Tucson House resident. Topics and formats rotated each month between different goal areas and included a quarterly safety session.

B. Fun Nights

An early takeaway from several "It's Your Choice" Meetings was residents' desire to see immediate momentum from their efforts to participate in Thrive in the 05 meetings and engage in problem-solving with HCD staff. One piece of low-hanging fruit was resident interest in skill-building and community-building opportunities. A group of resident leaders and HCD staff developed a concept of monthly Tucson House Fun Nights that provided a low-stakes opportunity to work on a skill or learn something new alongside a neighbor. Fun nights have included rock painting, seed planting, t-shirt recycling crafts with Arts for All, a presentation on the history of Tucson and the Miracle Mile corridor, and sing-alongs with local elected officials.

5.4.4 Capacity Building

The Thrive in the 05 effort prioritizes resident empowerment through capacity building. Through trainings and individual ongoing support, the ASU Office of Community Health, Engagement, and Resiliency (OCHER) worked directly with resident leaders at Tucson House. Meanwhile, the Ward 3 Council Office and the City's Neighborhood Engagement Specialist provide ongoing support to neighborhood leaders across the area.

A. LEAD Academy

One of the methods of grassroots leadership for community transformation identified during the planning process is the Lead, Empower, Advocate, Decide (L.E.A.D.) Academy. The People and Education Transformation Team Lead, ASU OCHER, developed the capacity building curriculum aiming to prepare Tucson House residents to practice sustainable change leadership within the community. As informed change agents, resident council officers and community members who participate in the program are equipped with tips and tools that build upon their leadership and communication skills, thus reinforcing their confidence as influencers and facilitators of community change.

Twelve residents participated in the initial LEAD Academy that took place in November 2019, several of which were resident council representatives from the Tucson House. The curriculum, co-created by the People and Education team leads and residents, included the following modules:

- Exploring Leadership
- Emotional Intelligence
- Community Planning & Development
- Community History & Preservation
- Health & Wellness Tips
- Community Building exercises

The 12-hour program took place over a three-week period, each concluding with a meal and informal discussion to recap the topics covered. During the last meeting of the first cohort, LEAD participants enjoyed a home cooked meal prepared by the Housing and Community Development Director. Interested in continuing the dialogue that took place during the LEAD Academy, participants agreed to begin informal meetings on a monthly basis.

LEAD Community Champions have taken an active role in the transformation efforts afforded by the Thrive in the 05 initiative and beyond. Some of which include co-leading and facilitating Thrive in the 05 community meetings and Tucson House resident round table discussions. Other examples include increased dialogue and engagement at resident council meetings, advocating for tools and resources such as access to technology, and securing a donation of 500 puzzles and games made to Nash Elementary School and the Lizard Lounge, the popular gathering space located in the Tucson House.

B. Neighborhood Leadership Series

The neighborhoods within the Thrive in the 05 area often struggle to maintain consistent leadership and adequate membership. In December 2019, Ward 3 Council Office Staff partnered with the City's Neighborhood Engagement Specialist to conduct a neighborhood leadership training. In addition to providing an overview of the City's existing services to neighborhood associations, experienced neighborhood leaders shared recommendations on how to run an effective meeting.

The event was very well attended and included a number of very experienced neighborhood leaders, new neighborhood officers and individuals who are working to reinvigorate their neighborhood associations, including representatives from Tucson House, Miracle Manor, and Barrio Blue Moon. The Ward 3 Council Office continues to provide capacity building and neighborhood association support to neighborhoods throughout the ward.

5.5 COVID-19

The COVID-19 pandemic threw a wrench into everyone's plans across the globe, and the Thrive in the 05 planning process was no exception. Cases began to spike in the US, followed by lockdowns in March 2020, just as the Thrive in the 05 team was planning another business forum, resource fair, and a final push to discuss the results of design charrettes and a draft plan with the community.

All planning stopped. Not only is the Thrive in the 05 area among the most vulnerable to economic and health shocks in the city, but the older and disabled adult population of Tucson House was especially at risk of severe illness from the coronavirus. The members of the Thrive in the 05 collaborative began to focus their efforts on crisis response and developed new tools to support residents at Tucson House and across the area.

5.5.1 Tucson House Support

As an independent-living apartment complex, Tucson House could not and did not close its doors during the pandemic. However, the building's popular gathering spaces were closed and in-person social events and meetings cancelled. Many residents self-isolated to keep themselves safe.

A. Food Deliveries

To ensure residents had enough food while staying isolated, HCD, OCHER, and the Resident Council partnered with local nonprofits and city departments to deliver food directly to residents' apartments. Pima Council on Aging used relief funds to establish a frozen meal delivery program for adults age 60 and over. Since May 2020, residents who signed up have received five healthy meals per week delivered to their doors by city staff reassigned from Parks and Recreation. The Tucson House Resident Council coordinated a weekly delivery of surplus groceries from nearby GAP Ministries and volunteered to delivery bags to residents' doors to supplement the monthly food box distribution from the Community Food Bank. Food boxes were delivered by HCD staff volunteers. A special delivery in December 2020 was provided by the Tucson Collaborative and Community Care (TC3) division of the Tucson Fire Department and El Charro Restaurant.

B. Phone Calls and Supplies

HCD worked closely with ASU OCHER and the Resident Council to coordinate the delivery of necessary supplies and protective equipment to residents throughout the pandemic. During the first weeks of lockdown, HCD staff called every resident to survey them about their needs for toilet paper, food, cleaning supplies, and other concerns about the pandemic. Responses were used by the Resident Council to deliver available supplies. Residents could also sign up to receive weekly social or wellness check calls from volunteers through the new REACH-AZ warm line established by ASU OCHER. Hand-sewn masks were donated from local groups, followed by donations of cloth masks by the Mayor and City Council to be

distributed to residents. Tucson House staff, Resident Council, and ASU OCHER met regularly to discuss and triage resident needs.

During the summer of 2020, ASU OCHER and HCD jointly secured funds to assemble care packages for Tucson House residents with bulk quantities of hand sanitizer and cleaning products, along with soap, toiletries, toilet paper, and books and games. These Helping Hands Care Packages were also distributed in a drive-thru event within the Old Pascua community.

C. Communication

Prior to the pandemic, the Thrive in the 05 team relied on word of mouth, flyers, in-person meetings, and a printed monthly newsletter to communicate with residents. This not only left the planning team cut off from residents when the coronavirus hit, but left many residents isolated from their neighbors and unsure of updates within the building. In response, HCD established several new ways of communicating with residents.

A new, short weekly newsletter called the "1501 Express" is now delivered to residents' doors with updates from management and the resident council in English and Spanish, along with information on resources and phone numbers to call. Also weekly, a member of the Resident Council hosted the "Tucson House Radio Show" over Zoom to speak live with residents and staff. A toll-free phone number was provided to call in for those who could not access Zoom. In 2021, the show was renamed "Tucson House Talk" and moved to monthly. A portal on the Thrive in the 05 website was created exclusively for Tucson House residents to access newsletters and show recordings online.

D. Testing and Vaccines

Over the course of 2020, the Pima County Health Department provided five free on-site, door-to-door COVID-19 testing events for residents at Tucson House. Additionally, new on-site security staff were added to help screen building visitors, provide masks, and manage elevator flow. In March 2021, the Health Department initiated mobile vaccination clinics in vulnerable communities and began with a door-to-door effort at Tucson House. 500 vaccines were distributed to residents and surrounding community members. These measures helped to prevent any major outbreaks of the virus within the building.

E. Homeless Shelter and Resident Support

Early in the pandemic, HCD identified the risk COVID-19 posed to many community members experiencing homelessness due to age, underlying health conditions, and close quarters at many shelters. Partnering with local agencies, HCD launched a program to house at-risk and COVID-positive individuals at hotels within the city. The City sheltered nearly a thousand people in 2020 and connected roughly a third to permanent housing, including at Tucson House through the City's Homeless Preference Program.

HCD appointed a Resident Support Specialist to support the new residents transitioning from homelessness to permanent housing at Tucson House. This has included coordinating donations of household items and furniture, food, information sharing with local health homes, strengthened partnerships with the Tucson Fire Department's TC3 program, and trainings for staff and resident leaders on mental health first aid and service navigation.

5.5.2 Business and Community Support

A. Resource Café

When the spring 2020 in-person Thrive in the 05 Resource Fair was cancelled, the team searched for another way to share emergency services and support for households during the pandemic. Members of the Old Pascua neighborhood suggested Facebook Live as a platform that community members were comfortable engaging in. ASU OCHER, with support from City staff and the Ward 3 Council Office, began to hold virtual Resource Cafes four times a week during the lunch hour through a Zoom webinar broadcast live to the Thrive in the 05 Facebook.

Each Café featured a new interview with a local agency or service provider, first highlighting emergency resources during the pandemic, then expanding to introduce ongoing services and programs. The virtual Resource Cafés have included Spanish language and bilingual interviews and are hosted by Thrive in the 05 team members and partners. An archive of past Cafés is available on the Thrive in the 05 website and Facebook page.

B. Business Connection

The COVID-19 pandemic forced the Thrive in the 05 Workforce and Economic Development Team to transition from in-person Business Forums to virtual support for area businesses. This included:

- Thrive in the 05 business participation at 31 weekly Connect Tucson "Navigating the Impacts of COVID-19" Webinars for Small Business held during 2020.
- Three virtual Thrive in the 05 Business Forums in May 2020, March 2021, and June 2021.
- Fall 2020 distribution of 50 Connect Tucson Business Connection Kits to local businesses.
- Spring 2020 debut of the weekly Thrive in the 05 Business Connection email to over 300 business owners in the area.
- Fall 2020, City of Tucson launched the Visual Improvement Program (a façade grant program) and a Thrive in the 05 business was one of the first applicants to the program.

5.6 ASSESSMENTS, DATA COLLECTION, AND SURVEYS

In addition to in-person resident engagement, the Choice Neighborhoods Planning Team conducted quantitative and qualitative research to inform this Transformation Plan. Data, results, and takeaways were communicated at Steering Committee, Transformation Team, and Public Meetings.

A. Resident Needs Assessment

The ASU Office of Community Health, Engagement, and Resiliency (OCHER) coordinated collection of primary data from Tucson House and neighborhood residents, including a comprehensive Resident Needs Assessment planned through ACTION Team meetings.

ACTION Team

Assess, Connect, Transform In Our Neighborhood (ACTION) Team meetings were held regularly beginning in spring 2019 with Tucson House residents, other neighborhood residents, community partners, and research team members from the People and Education Transformation Team. Using a participatory action framework, where community members and partners are recognized for their expertise and participate in decision-making on the community assessment research design, these open meetings have served as planning forums to answer questions such as:

- a. What information is already known about needs and opportunities for the neighborhood, and how can we access what is known?
- b. What else is left that we need to know?
- c. From whom do we need to know this information?
- d. How best can we learn this information?
- e. What will we do with the information once we learn it?

These meetings resulted in the development of a survey instrument that was deployed in fall 2019 to all Tucson House residents, in face-to-face interviews.

Needs Assessment Survey

The Tucson House Resident Needs Assessment Survey is a comprehensive tool designed to understand baseline conditions for residents related to health, income, and service needs, as well as opinions about the conditions of the neighborhood and preferences for housing and neighborhood amenities.

B. Neighborhood Physical Assessment

The Neighborhood Physical Assessment compiled by The Planning Center includes an inventory of the physical opportunities and constraints in the Thrive in the 05 area. The document details the area's land use and zoning, planned and funded improvements, transportation and water infrastructure, green spaces and recreational areas, land ownership and infill development potential, community assets, and specific neighborhood characteristics.

C. Market Study

HCD hired BAE Urban Economics to conduct a third-party market analysis of the Thrive in the 05 area, focusing not only on the housing market, but also the retail and labor market. The study analyzed the potential demand for a range of housing types within Tucson's "Thrive in the 05" subarea (Target Area) over the next decade and focused in particular on supportable demand for new housing that might accompany the Transformation Plan and redevelopment of Tucson House.

To better understand the economic context that informs the Target Area, the study first examines the size and nature of local employment generators, as well as the distribution of jobs by industry sector held by Target Area residents to identify workforce development opportunities. Next, the study analyzes demographic and socioeconomic trends within the Target and Competitive Market Areas, highlighting factors such as population and household growth, age distribution, and educational attainment. The report also considers the broader context of housing affordability within the Target Area, including metrics such as median income, household size, and housing burden by tenure. Finally, the study outlines development strategies and recommendations to help promote equitable housing, employment, and retail opportunities that benefit residents throughout the Target Area. This includes an overview of housing types not currently offered within the Target Area, as well as an identification of niches that the market could better serve.

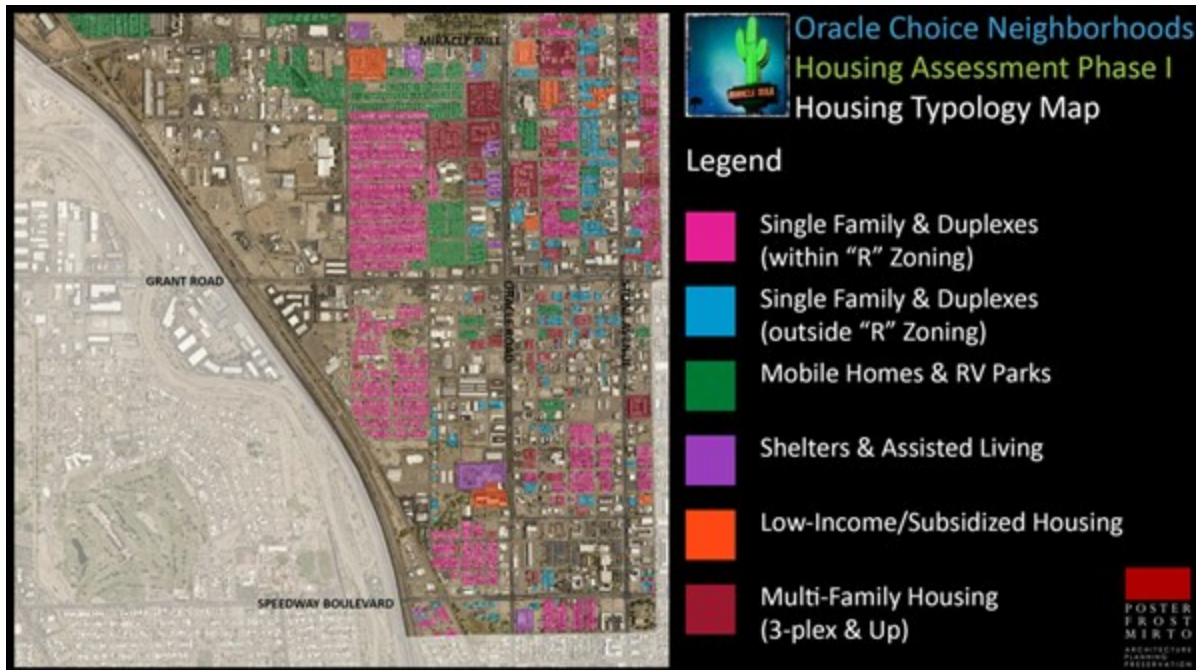
D. Community Housing Assessment

Part 1: Typology Study

Poster Mirto McDonald completed a detailed typology study identifying various housing forms and their relationship to the underlying zoning. The map below shows some of the characteristics of that housing stock and the neighborhoods in which they are located.

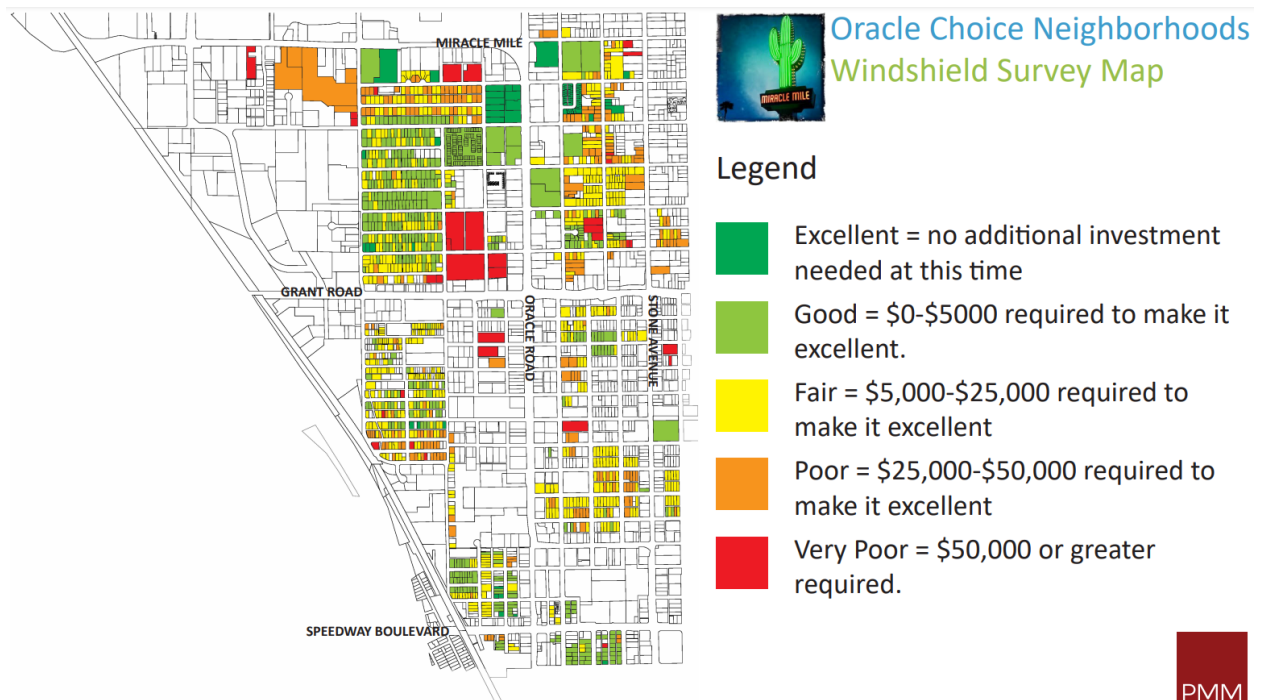
The area is marked by a substantial number of mobile home parks of varying quality, residential areas heavily and inappropriately mixed with industrial use and zoning, as well as intact lower income areas with housing stock in fair conditions.

The presence of Old Pascua village, a Native American community dating back to 1905, is a unique opportunity. It should be noted that Old Pascua, although largely occupied by registered Pascua Yaqui tribal members, is fee simple ownership and not part of formal Tribal Trust land.



Part 2: Windshield Survey

Poster Frost Mirto also conducted windshield surveys of the Thrive in the 05 area to determine the overall condition of the housing stock throughout the neighborhood.



E. Tucson House Physical Needs Assessment

A previous Needs Assessment for the Tucson House was completed in 2016 which estimated the total project cost housing unit and infrastructure costs to be approximately \$55 million. Poster Mirto McDonald completed an update and evaluation based on that earlier report for this Plan. Along with a team of structural, electrical, and mechanical engineers, PMM verified the information in the 2016 document and gave updated cost information based on the housing market today and the current state of the Tucson House. The update confirmed that the approach described in that report was substantially correct and that the cost estimate was in the range of 7% - 15% increase.

Structural, Infrastructure, and Energy Use Deficiencies

The initial Needs Assessment for the Tucson House highlighted several structural deficiencies for the poured-in-place concrete structural frame building. The most severe of which include, cracking at the existing concrete balconies of the residential units, a condemned seventeenth floor due to severe floor cracking. There are remedies for these structural problems, including carbon-fiber structural overlays and improvements to the concrete floor-to-column connections, but they tend to be costly. The mechanical infrastructure had comparable problems including a failing two-pipe mechanical system, failing elevators, a failing plumbing system and outdated electrical systems. Furthermore, the residential units are showing significant wear and tear for all interior finishes, and do not comply with current building code regulations for sound ratings or accessibility, which is a major concern for this building which houses almost 90% disabled individuals. Energy and environmental issues are a key part of the proposed improvements to Tucson House.

F. Community Crime and Safety Assessment

To prepare the Implementation Plan for the Community-Based Crime Reduction grant, ASU OCHER conducted a Community Crime and Safety Assessment, compiling and reviewing a range of primary and secondary data. Secondary data collected included census data, police data, fire department data, and health department data. Primary data collection included surveys, interviews, focus groups, visioning sessions, and systematic street observations.

Thanks to this assessment, Thrive in the 05 planning team members gained a detailed understanding of the drivers of crime in the area, along with resident and stakeholder-driven solutions for addressing crime and safety concerns. These data and strategies are incorporated in all areas of this Transformation Plan.

G. Neighborhood and Stakeholder Surveys

In addition to crime and safety surveys conducted through the CBCR initiative, the Choice Neighborhoods planning team took every opportunity to gather qualitative

and quantitative information from residents, businesses, and area stakeholders. This included an online feedback tool on the Thrive in the 05 website, comment cards available at all Transformation Team and Public Meetings, and several targeted survey efforts. A total of XXX area adult residents and XX children filled out questionnaires in person at Thrive in the 05 festival events. At the summer 2019 Business Summit, attendees not only discussed their vision for the future of the area's commercial corridors, but also completed a survey detailing their needs for future training and support.

Neighborhood Resident Survey

During the summer of 2020, all Thrive in the 05 neighborhood residents were invited to take a shortened version of the Resident Needs Assessment, focusing on neighborhood assets and challenges. A postcard mailing sent to all area residential addresses advertised the survey and raffle prizes to residents, who were given the option to complete the survey online or by phone. A total of XXX residents completed the brief survey. ASU OCHER conducted longer, in-depth phone interviews with a sample of these residents.

H. Additional Research

Tucson is home to the University of Arizona and several colleges and researchers that use the city and region as a learning laboratory, conducting applied studies that inform local policy makers. Additionally, dedicated nonprofit and governmental agencies perform city- or region-wide as well as area-specific studies. Below are just a few examples of the work the Thrive in the 05 planning team benefited from and consulted while to compile plan.

Master Plan Proposal: Oracle Area Revitalization Project

Nine interdisciplinary graduate students in the UA College of Architecture, Planning, and Landscape Architecture (CAPLA) teamed up during a spring 2018 design studio to study the Thrive in the 05 target area. The team completed a detailed site analysis and a master plan for the neighborhood.

Connectivity Audit

In 2019, three CAPLA conducted a Connectivity Audit under the leadership of Professor Kristina Currans, PhD, as part of her graduate-level class. The Connectivity Audit evaluated walkability, pedestrian infrastructure and transit options in the Thrive in the 05 neighborhood. The Connectivity Audit also considered planned and funded improvements through Proposition 407 and the RTA 20-year plan in its recommendations. The findings were incorporated into the Neighborhood Physical Assessment.

Tucson Displacement Study

In 2020, a team of CAPLA graduate students completed a capstone study on gentrification and displacement, identifying four neighborhoods of interest and discussing specific place-based strategies for each. The Thrive in the 05 area was one of the four study areas.

Historic Context Study

Completed in 2009 for the Oracle Area Revitalization Project, local historic consultant Demion Clinco prepared a study of the area. The report focused primarily on the rise of the area as Tucson's northern automotive gateway and its trademark motor courts and neon signs. The report was used at the basis for the Miracle Mile Historic District's nomination to the National Register of Historic Places.

5.7 PLANNING TIMELINE

6 THE PLAN

6.1 PLAN FRAMEWORK

The Thrive in the 05 Transformation Plan is divided into 4 focus areas:

1. **Neighborhoods**
2. **Housing**
3. **People and Education**
4. **Workforce and Economic Development**

Within each of these focus areas are 4 goals that we hope to achieve in this focus area. To achieve these goals, we have identified 2-5 strategies. Strategies are concrete, actionable steps that we and the community can take to achieve the goals in each area.

6.1.1 Vision

We envision the Thrive in the 05 community to be a safe, affordable, inclusive neighborhood that cultivates sustainable transformation through resiliency, reinvestment, and shared leadership; a community that honors our unique history and cultural identity, where multiple generations share the means to THRIVE.

6.1.2 Core Values/Guiding Themes

A key principle of the Thrive in the 05 effort is an understanding that neighborhood challenges and solutions are inextricably interconnected. Community conversations during the planning process reinforced the idea that the vision for the neighborhood cannot be carried out in focus area silos. Solutions to concerns about safety include improvements to the built environment as well as improved options for housing and services. Equitable access to quality jobs requires not only skills training but also safe and convenient transportation. Tackling poverty requires employment opportunities, stabilizing services, and a healthy neighborhood to raise and educate children.

While this Transformation Plan lays out goals and strategies in four distinct focus areas – Housing, Neighborhoods, People and Education, and Workforce and Economic Development – most strategies overlap across multiple areas and goals. Many came up repeatedly in different spaces with varying audiences to different planning partners. For purposes of this document, goals and strategies are tucked within specific focus areas, but will continue to require cross-sector collaboration to be successful in the real world.

The following guiding principles represent themes that came up repeatedly while building this plan. They are intended to provide a through line to the plan across all focus areas, goals, and strategies.

- **Resident Leadership:** The Thrive in the 05 neighborhood belongs to its residents and they are the experts in their community. Residents at Tucson House and the

surrounding neighborhoods must be key partners who advise on and lead all aspects of the implementation of this plan.

- **Equitable and Inclusive Growth:** Change and growth is necessary to accomplish the vision of this plan. However, it is critical that the growth improves the quality of life of the residents who helped shape its vision. Strategies must be targeted to invest in communities and residents.
- **A Multigenerational Community:** The international 80/80 Cities movement believes that if everything we do in our cities is great for an 8 year old and an 80 year old, then it will be great for all people. The Thrive in the 05 neighborhood is home to a broad range of age groups, where both children and older adult populations are growing faster than in the rest of the city. Strategies must address the specific needs of these populations and seek to ensure connections between them.
- **Sustainability and Community Resilience:** Resilience refers to the ability to “bounce back” and can be applied to people and families, the environment, and the economy. Strategies must seek to build the resilience of the Thrive in the 05 community to weather future shocks like the COVID-19 pandemic or extreme heat due to climate change. Sustainable solutions not only include those that impact environmental health, but also those that build community-based ownership and create long-lasting change.
- **Build Upon Strengths, Invest in Communities:** The Thrive in the 05 neighborhoods have a lot to be proud of. This plan seeks to build up and retain the identity and character of the neighborhood, while improving the parts that residents say are not working.

6.2 NEIGHBORHOOD

The Thrive in the 05 neighborhoods have maintained a deep-rooted sense of place over a century of development, decline, and reinvestment initiatives. Public spaces like streets, green spaces, and community centers provide opportunities for residents to exercise and enjoy nature, learn, socialize and connect with one another, and access the functions of daily living. The area boasts a wealth of neighborhood parks and community facilities, as well as close proximity to regional resources like downtown, the I-10 corridor, the University of Arizona, and recreational amenities like The Loop. The area is known for its historic identity and a corridor with a distinctive design and streetscape.

Feedback from residents indicates they highly value these neighborhood assets and the area's convenient location within the city. However, a lack of convenient, safe, and comfortable connectivity limits full access to and enjoyment of these spaces. Lack of connectivity – physically, visually, socially and economically – disconnect neighborhoods and people and result in fragmentation and isolation. Areas without

active community spaces with eyes on the street attract illicit activity and contribute to perceptions that the area is unsafe.

Public transportation is of primary importance throughout the Thrive in the 05 area due to low vehicle ownership reported throughout the community engagement process, particularly by Tucson House residents. Although major public transportation routes run through the neighborhood, getting to stops along the edges of the neighborhoods can prove difficult without connected sidewalks and adequate shade. Similarly, traveling within or between neighborhoods and the rest of the city by bike or foot is challenging and frequently listed as a concern by residents.

The strategies in this section seek to reclaim and enhance public spaces that belong to the neighborhood. These public spaces and neighborhood infrastructure will be used to preserve and protect the area's identity and to foster connectivity between people and spaces. Designed with safety and crime prevention in mind, strategies seek to activate spaces and encourage multigenerational play, ecological preservation, and resilience to urban heat. These elements of neighborhood infrastructure are the building blocks that support improvements to housing, services, business opportunity, and residents' quality of life.

6.2.1 Goal 1: Develop inclusive connectivity to services, jobs, education, and community amenities through multi-modal transportation investments

- A. Build out 15th Avenue as a Neighborhood Connector Corridor**
- B. Develop a Neighborhood Connector and Recreation Network**
- C. Plan and implement High-Capacity Transit along major north-south roadways to reestablish the neighborhood as the modern northern gateway into Tucson**
- D. Advance inclusive shared mobility options for all ages and abilities**

6.2.2 Goal 2: Build the health and environmental resilience of the neighborhood

6.2.3 Goal 3: Enhance neighborhood safety and beautification through community-driven collaborations

6.2.4 Goal 4: Strengthen the identity of the area through creative place making and artistic, historic, and cultural preservation

6.3 HOUSING

6.3.1 Goal 1: Cultivate a multigenerational neighborhood with a variety of housing types suitable to diverse households

- A. Create an Accessory Dwelling Unit (ADU) Incentive Program to help residents build wealth and new affordable units for family members**
- B. Repurpose aging and dilapidated small-scale motor hotels as housing for target populations like older adults, those who are formerly homeless, persons with disabilities, and artists**
- C. Increase the number of new, larger housing units suitable for families**
- D. Work with the Pascua Yaqui Tribe to build affordable homeownership and rental housing for tribal members in the historic Old Pascua Village**

6.3.2 Goal 2: Support homeownership and ability of homeowners to keep and maintain their homes, building wealth for future generations

- A. Target existing homeowners for streamlined home repair and clean-up programs**
- B. Partner with developers to build new homes available for affordable homeownership on city-owner neighborhood properties**
- C. Help homeowners make improvements to their properties through a low-/no-cost technical and design assistance program**

6.3.3 Goal 3: Increase and maintain affordable and mixed-income housing options

- A. Partner with and support housing partners to develop new, affordable rental housing on key sites**

- B. Adjust local zoning codes and development incentives to prioritize affordable and mixed-income housing development and infill**
- C. Facilitate the development of modestly priced market rate rental housing that takes advantage of the Thrive in the 05 location adjacent to downtown Tucson and to the Downtown Campus of Pima Community College**
- D. Target area landlords and homeowners with education about eviction prevention and accepting Housing Choice Vouchers Landlord**

6.3.4 Goal 4: Establish a national model for affordable aging in place, with Tucson House at the center

- A. Redevelop Tucson House as a mixed-income, mixed-use hub for housing and services for older adults**
- B. Make Tucson House a community asset by providing much-needed on-site services to residents and adjoining neighbors**

6.4 PEOPLE AND EDUCATION

6.4.1 Goal 1: Address crime, substance misuse, and illicit drug selling in order to improve safety and well-being in the Thrive in the 05 community

- A. Increase trust through positive interactions between residents (including youth) and law enforcement**
- B. Address drug-related crime in the neighborhood through community-centered, innovative practices**
- C. Address underlying and root causes of crime through problem-oriented policing**
- D. Improve safety and reduce crime in the Tucson House**

6.4.2 Goal 2: Improve health equity and connect underserved residents with health service providers

- A. Increase health literacy, screening, access, and utilization of services for Thrive in the 05 residents
- B. Address food insecurity and the lack of access to high quality, health food options - Food Rx Program

6.4.3 Goal 3: Provide high quality education options from early childhood through high school

- A. Build capacity for high-quality early childhood education
- B. Increase opportunities for children to participate in high quality early childhood education
- C. Increase opportunities for safe, prosocial after-school opportunities for school-ages youth
- D. Provide opportunities for youth to develop leadership skills and engage in meaningful leadership in the community
- E. Create a school hub that will serve as an academic and social center in which educators, families, youth, leaders, and neighbors come together to support innovative learning

6.4.4 Goal 4: Increase quality of life for residents of the Tucson House through on-site case management, community programming, technology training, and life skills training opportunities

- A. Case Management, Home Health, and Supportive Services
- B. Community Programming
- C. Digital inclusion through technology skills training
- D. Life Skills Training

6.5 WORKFORCE AND ECONOMIC DEVELOPMENT

Position the area to strengthen existing public/private partnerships and attract the public and private investments needed to support, retain, and attract local businesses, employment, resources and services by supporting a multi-prong strategy that prevents gentrification and includes quality revitalization, redevelopment, renovation, historic preservation and infill. Identify opportunities for mixed-income, mixed-use development including employment, services and amenities along Oracle Road, the proposed high-capacity transit corridor.

6.5.1 Goal 1: Promote equitable economic mobility and inclusive growth for local businesses and current residents alike

- A. Develop an economic mobility pipeline that pairs residents with opportunities for economic stabilization, financial security, and wealth building**
- B. Strengthen local and legacy businesses through outreach and education, coalition-building, and resource coordination and skills training**
- C. Create incubator and small business spaces for emerging entrepreneurs**
- D. Invest in local and legacy businesses through city incentives like adaptive reuse and façade improvement programs**

6.5.2 Goal 2: Pursue economic development through investments in workforce development

- A. Invest in new facilities and programming for the jobs of the future at Pima Community College**
- B. Work with local businesses to recruit, train, and hire area residents in higher paying jobs within the neighborhood**
- C. Provide digital skills training and basic education for new job seekers**
- D. Develop training and job placement pipelines specifically appropriate for older adults, persons with disabilities, and persons experiencing or formerly experiencing homelessness**

6.5.3 Goal 3: Establish mixed-use nodes with neighborhood-serving retail

- A. Drachman from Oracle/Main to Stone**

- B. Grant and Oracle
- C. Recruit and retain specific neighborhood-serving businesses desired by residents
- D. Develop temporary and creative land use programs to activate spaces in the short term

6.5.4 Goal 4: Embrace and promote the unique economic character of the area

- A. Support the economic development goals of the Pascua Yaqui Tribe for tribal trust land properties located near the I-10 corridor
- B. Market areas along the I-10 corridor and designated opportunity zones as an industrial and employment destination

7 TUCSON HOUSE

7.1 PUTTING IT ALL TOGETHER AT TUCSON HOUSE

7.2 HOUSING PLAN OVERVIEW

- Tucson House
- Site plans
- Amenities and Mixed-Use
- Replacement/off-site housing
- Phasing and Funding
- Relocation and Right of Return

7.3 DESIGN CHARACTER

7.4 AMENITIES AND MIXED USE

8 BRINGING THE PLAN TO LIFE

8.1 A ROADMAP FOR IMPLEMENTATION

8.2 PLAN IMPLEMENTATION

9 REFERENCES AND RESOURCES
